



Simplifying the 360 Degree Appraisal Process



“Employees who have a personal development plan, and who have received a formal appraisal within the past year, have significantly higher engagement levels than those who have not”

– *Institute for Employment Studies*

What is 360Now™?

360Now™ (www.360Now.co.uk) is a web-based, 360 Appraisal System that provides businesses and individuals with feedback about employee strengths and weaknesses to facilitate career planning and development.

360Now™ is easy to use and can be set-up and run by HR departments with minimal need for external input. Additional career and team development services are available upon request.



360Now™ Characteristics

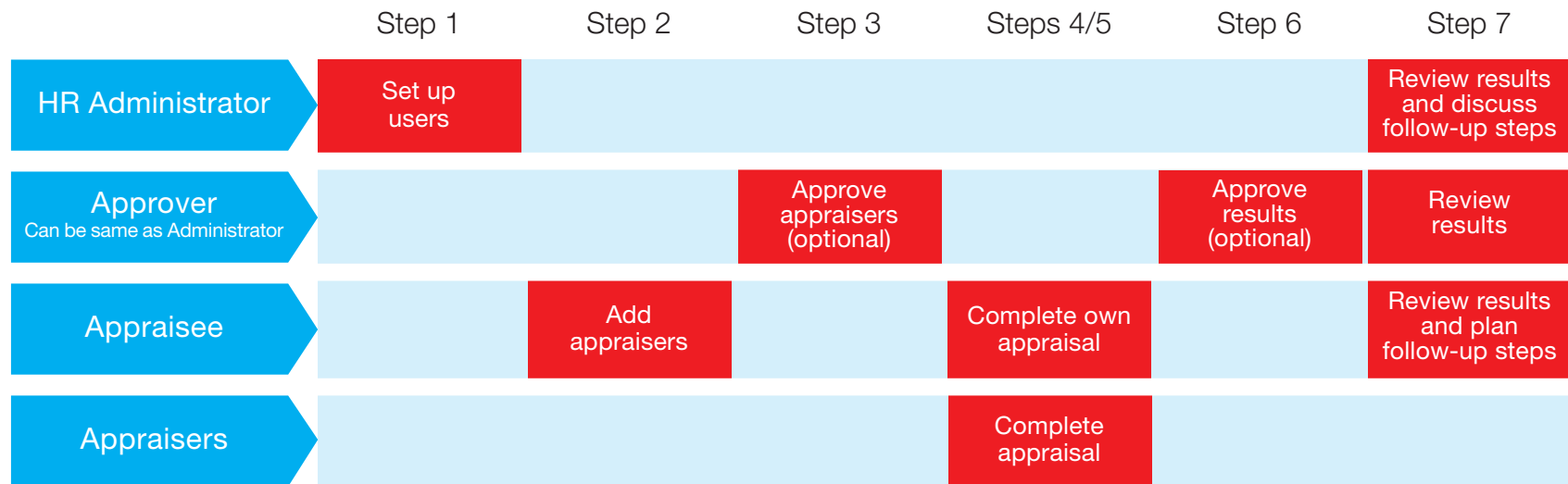
The system includes the following:

- + Ease of use: User friendly online set-up, completion and review. Appraisals require about 10 minutes to complete. Results can be printed to PDF.
- + Focused yet Flexible: Appraisals comprise about 40 graded answer questions (0-10) about the Appraisee's work skills, relationships and characteristics. There are a number of Appraisals to choose from and room for general comments.
- + Competency Based Summary: Where appropriate, our Appraisals include a number of competency based Appraisals with a spider graph summary of average results against Appraisees view for ease of interpretation.



Running 360Now™

Each step in 360Now™ triggers the next – so the process needs minimal maintenance once initiated.



360Now™ In Context

Implementation of 360Now™ is part of the overall career development process.

1

Decide 360 Degree appraisal is the correct solution for your training and development needs

2

Notify staff that the process is to take place as part of their development and evaluation process

3

Implement 360Now

4

Follow through with staff on the feedback they have received and map development programme.

We can advise on this but have designed the results to be easily used by the individuals being appraised and HR departments and advisors.

Repeat as appropriate (annually and semiannually)

Steps to Successful Implementation of 360Now™

- + **Establish the purpose** - 360 degree processes with a clear purpose and objectives which are properly communicated are likely to be more effective. Normally the process will be part of the career development plan for the individual but may also be for training or to help deal with change.
- + **Gain commitment** - Commitment from senior management/HR is an important definer on whether the process will be seen as credible.
- + **Identify the appraisers** - Identifying the most appropriate people to appraise the performance of the individual is key. Our system allows self selection by the Appraisee with an approval step by managers or HR to verify appropriateness.

(continued)



Steps to Successful Implementation of 360Now™

(continued)

- + **Ensure the appraisal is appropriate** - The questionnaire used needs to describe and measure the behaviours which relate to actual job performance. We have a number of appraisals for you to choose from, and these can be further tailored as appropriate.
- + **Properly structured feedback** – using HR or an external facilitator. Whilst we can provide these services reports are in a format which can be easily used by the client.
- + **Establish the resources to follow through** - We can advise here if required.
- + **Consider how feedback will be communicated** - Again we can advise here if required.

Sample Competencies

The following is a sample of competencies included if competency based Appraisals are used. These can be added to or varied as required by the client.

This Appraisal contains 38 questions on a 0-10 scale.





We also provide the TwoWayVision survey system, www.twowayvision.com, which provides online:

- + Employee Engagement Surveys
- + Corporate Governance Monitoring
- + Corporate Review

A separate document is available for these products. Please contact Tim Martin (Tel + 44(0) 7768 275 506 or email tim@twowayvision.com) for further details of TwoWayVision or 360Now products.

Client Reference



“Inca Software used 360Now to facilitate career development planning for the senior management team and to help provide a picture of the strengths and weaknesses of the team as a whole.

The whole of the process was run independently and confidentially on line, and was quick and simple to set up. Appraisals were clear and easy to complete, with close to 100% completion rates.

Reporting outputs were informative and easy to follow, both for those being appraised and their managers. I feel that the system provided valuable insights into our human resource and its potential and areas for development. Our career and team development plans have been enhanced with the minimum of effort and I have no hesitation in recommending the 360Now service.”

Tony Harrison, Chief Operations Officer, Inca Software Limited, November 2006



Client Reference cont.



“We used 360Now to gain a better insight of the strengths, weaknesses and balance of our management team. I was impressed with ease of use of the process and clarity of the results produced and will be using the output to produce career development action plans for the individuals involved.”

Neil Thompson, Chief Executive Officer, AppSwing, February 2007

Real Food Café

“360Now is a very straight forward and easy to use appraisal system that gave us really useful and practical feedback from which to structure development plans in a cost effective and timely manner.”

Sarah Heward, Managing Director, The Real Food Café, February 2007



360Now™ Appraisal Results

We have a number of template questionnaires for different types of organisation and employee. These can be further tailored on line as required by the client. Below is a sample for a Senior Manager.



360Now™ Appraisal Results

360 Appraisal Results for Sample Company Admin

11 April 2007

Appraisee	Sample Company Admin
Company	Sample Company
Managers	Sample Company Director1 Sample Company Director2
Peers	Sample Company Manager2 Sample Company Manager3
Reports	Sample Company Report1 Sample Company Report2
Start	Wednesday, 11 April 2007
End	Wednesday, 11 April 2007



360Now™ Appraisal Results

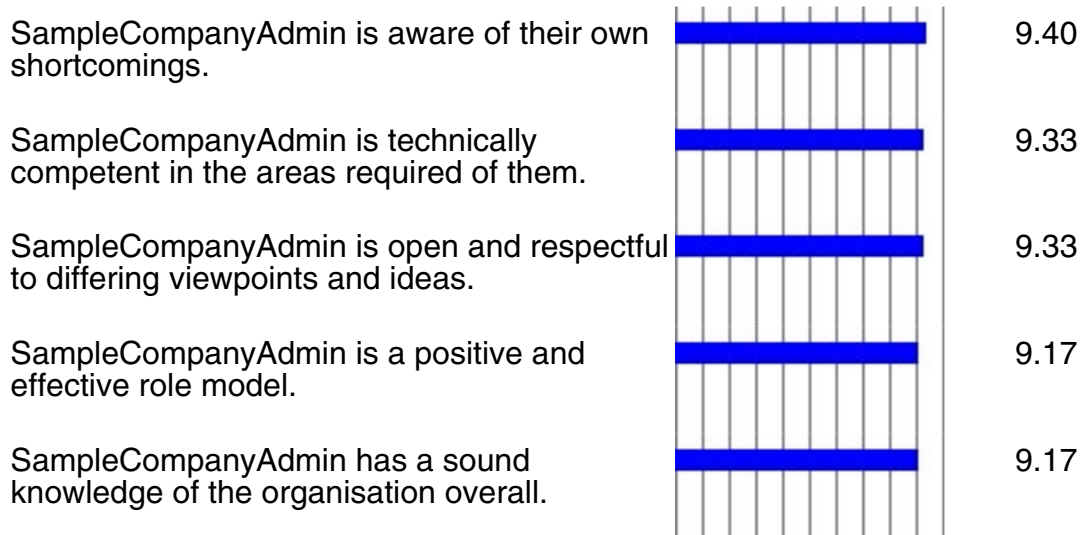
Set out below are the results of your 360Now appraisal which has been conducted to help with your professional and personal development. In this you have been rated by a number of people who know about your work performance - your appraisers. The multiple sources provide you with different perspectives on your skills, attributes and other relevant job characteristics and will help you to develop a more complete view of your work skills than could be obtained from any one source.

The appraisal consisted of a number of questions broken into key skill areas. You can see results broken down into average response, together with how your own perception of your skills matches that of your appraisers. In addition to answering questions on a scale, there was the opportunity for your appraisers to make any other comments, observations or recommendations.

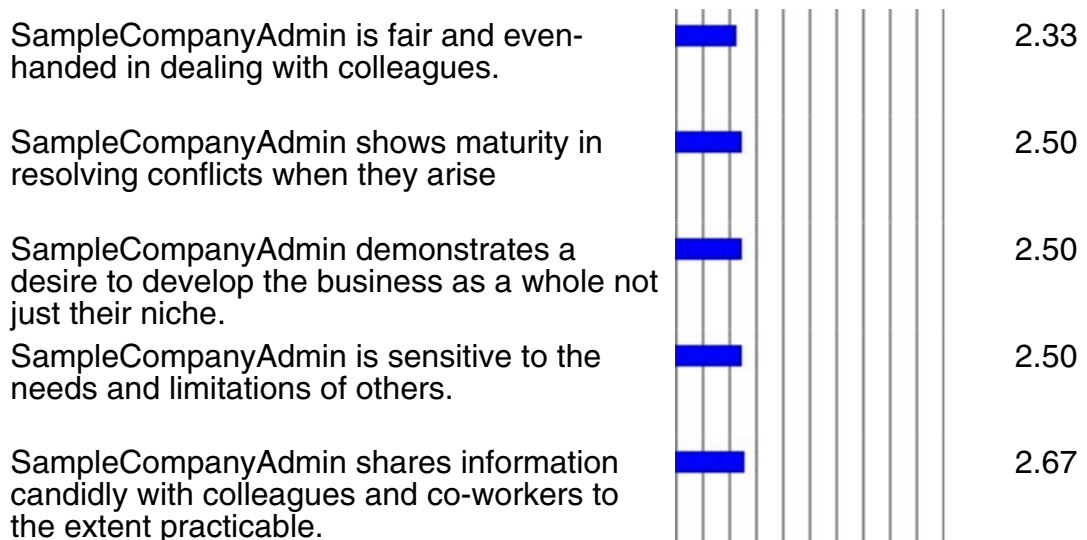
If insufficient people have completed to allow confidentiality, the results will be aggregated rather than presented separately for the different groups who appraised you.

The resulting information should help you to gain a better understanding of your skills and development areas. With input from your HR department, coach or manager the report should enable you to formulate a development plan.

The following are the 5 questions where you received the highest average ratings

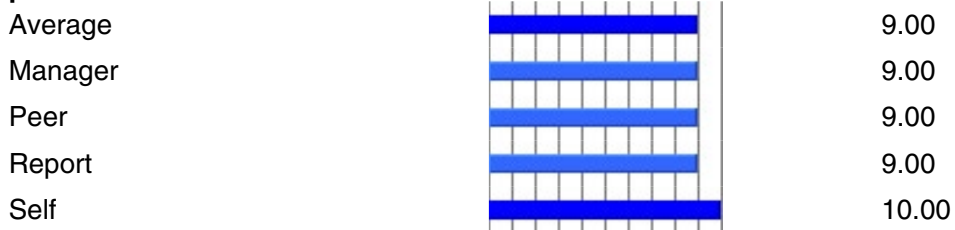


The following are the 5 questions where you received the lowest average ratings

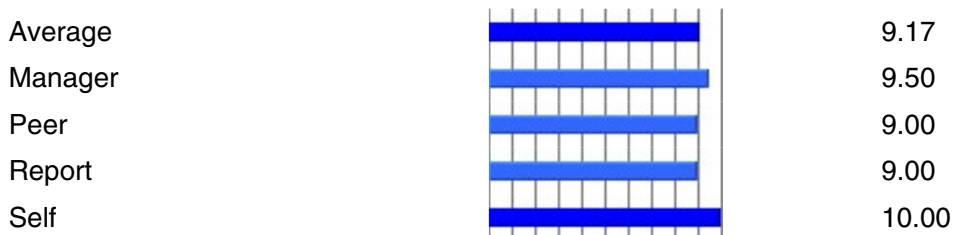


Strategy

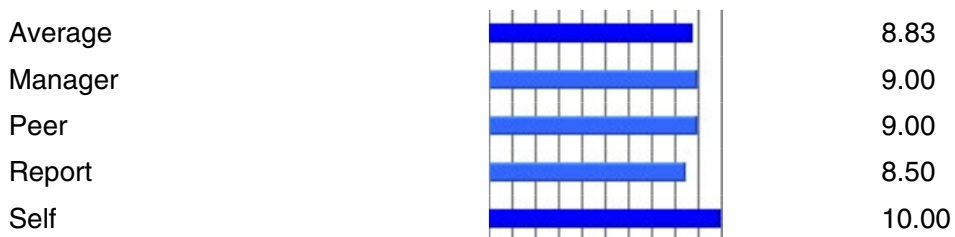
SampleCompanyAdmin develops clear and effective strategies for their part of the business.



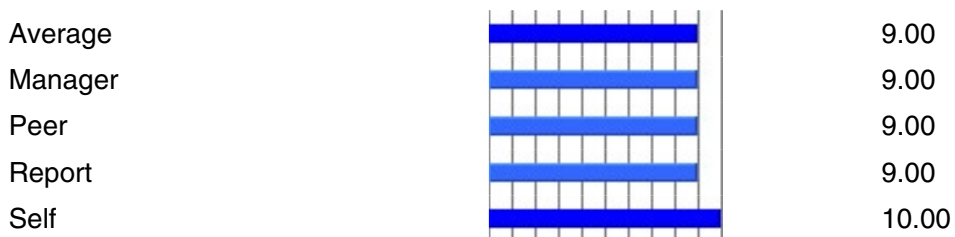
SampleCompanyAdmin articulates business strategy clearly.



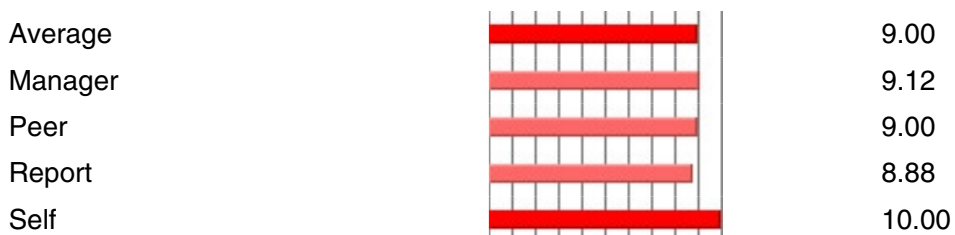
SampleCompanyAdmin adapts readily to changing circumstances and new information.



SampleCompanyAdmin has a good understanding of the the organisation's capabilities and how to match these with market opportunities.

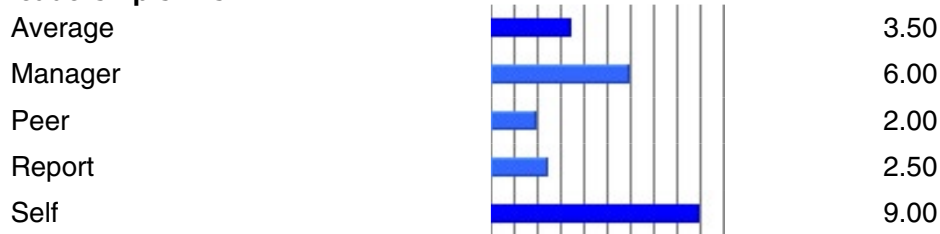


Strategy (Overall)

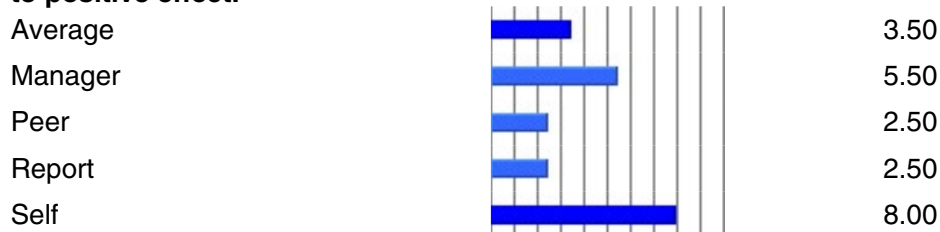


Leadership

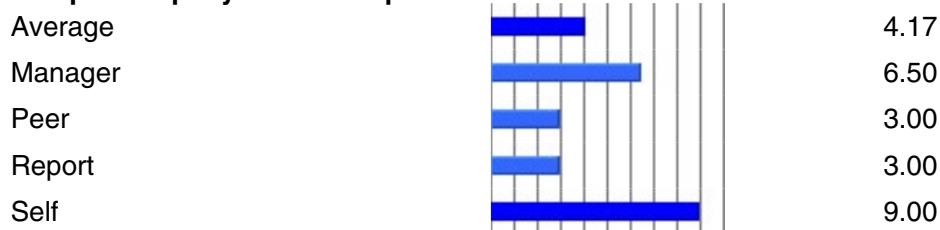
SampleCompanyAdmin motivates and inspires others through their leadership skills.



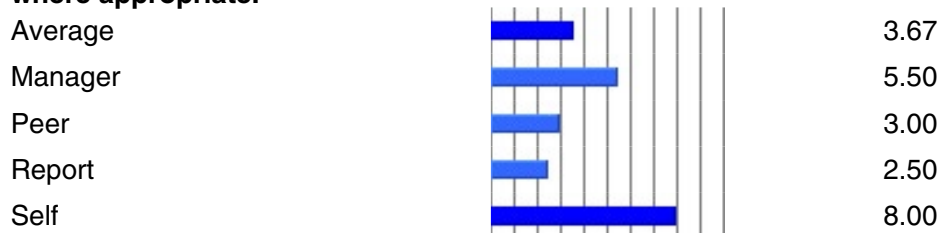
SampleCompanyAdmin has excellent influencing skills which they use to positive effect.



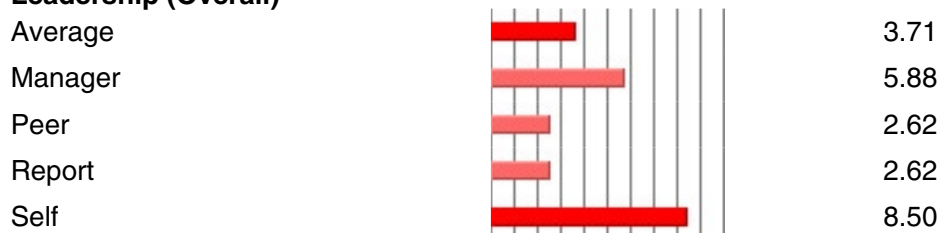
SampleCompanyAdmin is a positive and effective role model.



SampleCompanyAdmin identifies risk and escalates / mitigates risk where appropriate.

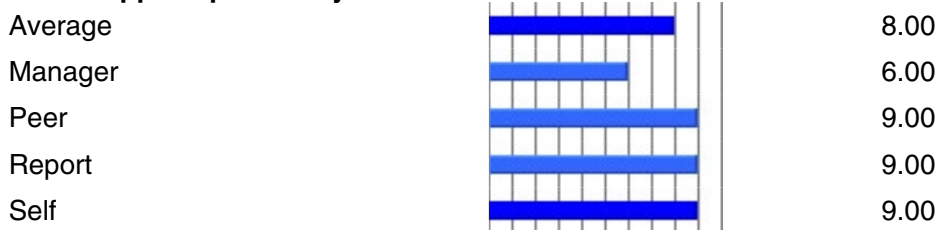


Leadership (Overall)

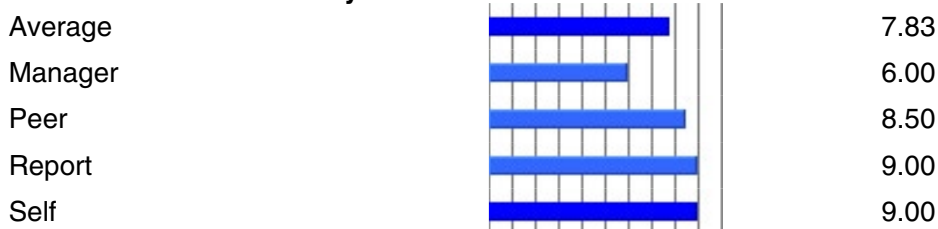


Decision Making

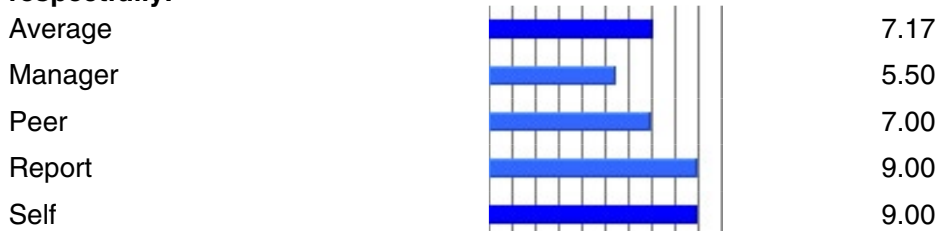
SampleCompanyAdmin demonstrates creative and original thinking that can be applied practically.



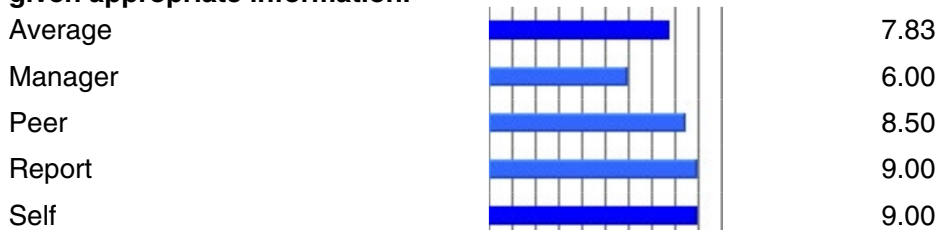
SampleCompanyAdmin is able to make and follow through with tough decisions when necessary.



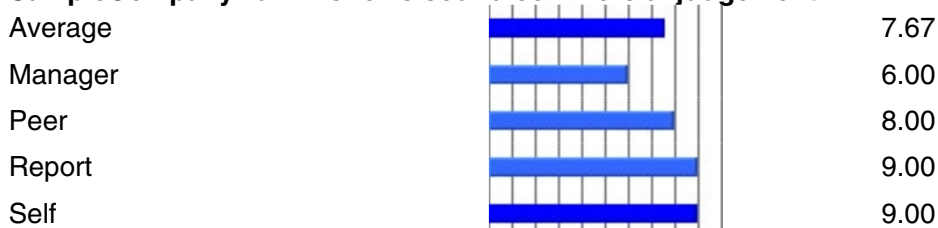
SampleCompanyAdmin expresses views openly, honestly and respectfully.



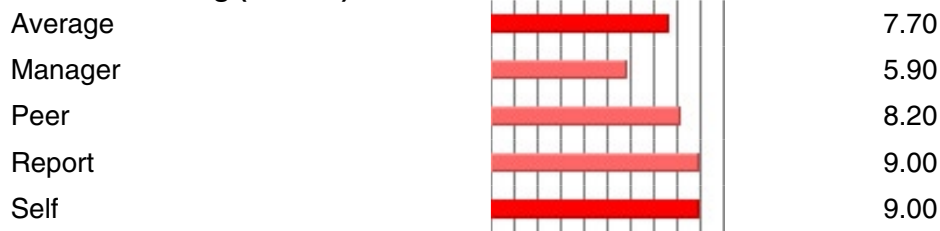
SampleCompanyAdmin is able to make decisions in a timely manner given appropriate information.



SampleCompanyAdmin shows sound commercial judgement.

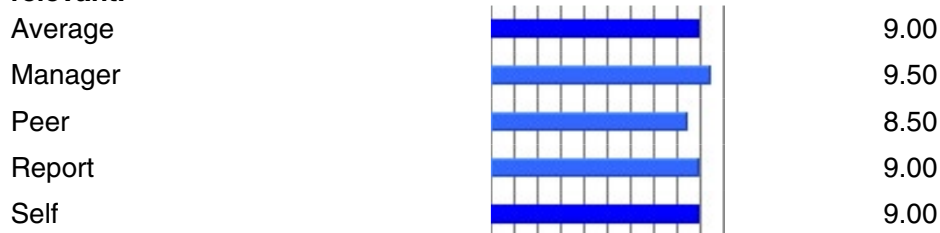


Decision Making (Overall)

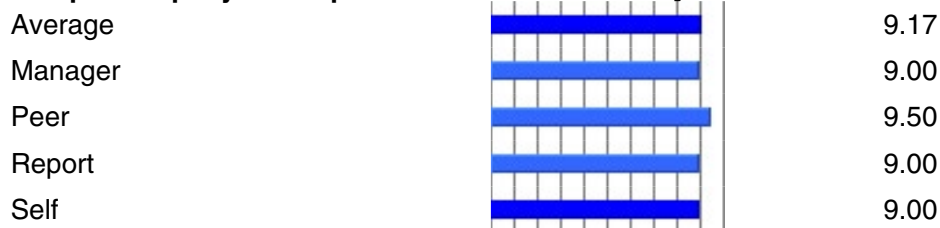


Implementation

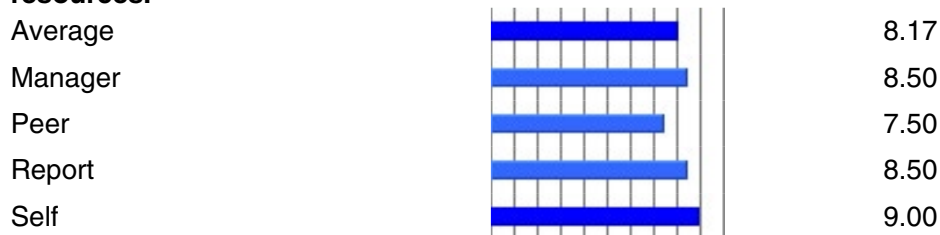
SampleCompanyAdmin delivers projects on or within budget, where relevant.



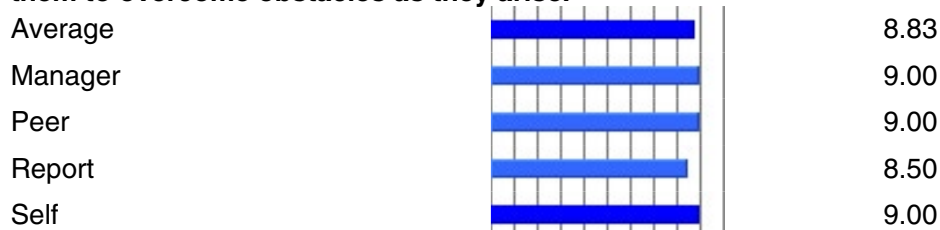
SampleCompanyAdmin prioritises tasks effectively.



SampleCompanyAdmin is mindful of the pressures affecting others and resources.

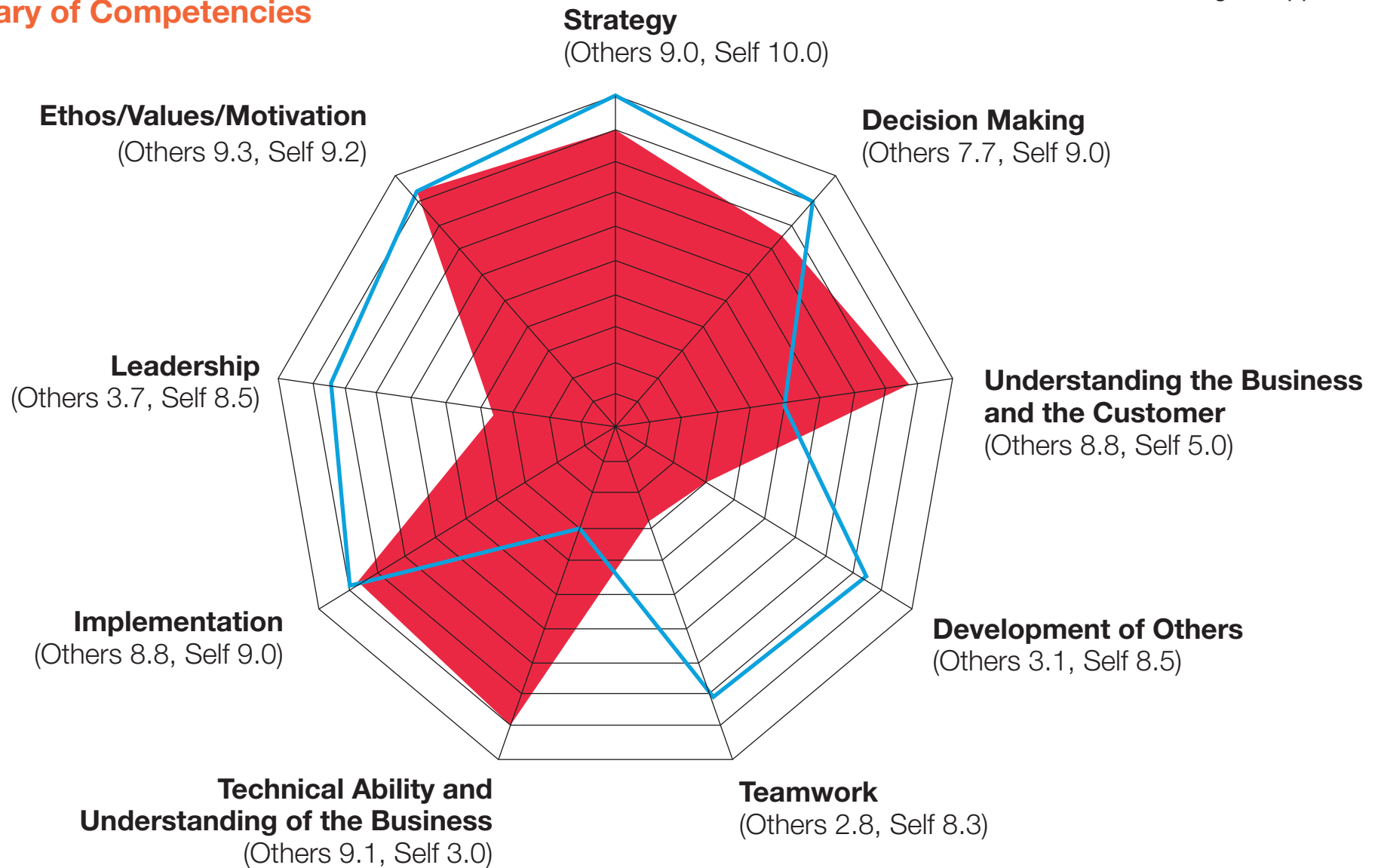


SampleCompanyAdmin has good problem-solving skills which enables them to overcome obstacles as they arise.



Summary of Competencies

— Own response
■ Average of appraisers



Development Objectives

If you wish to record your development objectives you can do so below

Objective	Proposed Action	Timescale